

25X1A9a

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12 June

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25X1A

Notes on conversation with Mr. Wm. [] about Supervisors Reorientation
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prior to individual classification action.

[] feels that the aims of the meeting have still not been expressed--that no precise concept of purpose has been enunciated. He believes that the speakers should stop beating around the bush, should lay it on the line, should say "here are some of the problems which have led to this meeting--how could they have been prevented?" The aim is not to fire 10% of Agency employees, but to alert supervisors to health, personnel, security, and management problems and show them ways to prevent the problems from happening and to answer them when they do. The approach should be honest.

He thinks Dr. Tietjen should spend the bulk of his time on the health and fitness of supervisors themselves. Their work is governed by their physical condition. Something should be said also about preserving health and fitness overseas. He wonders whether the aging process is faster in CIA and whether there is any way supervisors can help slow the process, for themselves and their subordinates.

Echols should stress that the forms and regs etc of personnel management are tools--not useful in themselves and not demanded just to build an empire, but needed for best use of Agency resources. He should make it clear that the supervisor in any component is part of the Agency's personnel system and has a part to play in rotation, training, promotion, separation, and all other actions affecting his subordinates. He should point point out how the Off of Pers can help. And he should indicate where supervisors are falling down in the personnel responsibilities.

He believes Mr. Helms will cooperate and he proposes to suggest to him points which should be covered in the DDP's address.

He definitely wants Echols and Tietjen on the program and will talk to them about what should be covered. He thinks the Director of Security should also be on the program, but seemed to be dubious about the value of a talk by the Director of Finance.

He was doubtful about having Col White talk--seems to believe that Mr. Echols can cover the personnel field.

He agreed with [] that the Panel should be dropped and accepted the recommendation that the final block of time be given to Mr. Kirkpatrick to answer questions, sum up, etc. (Helms should introduce McGone and follow him with his own talk.)

He will alert the DDP personnel office immediately and have them start identifying those who will participate.

He will talk with Mr. Helms Monday and pass results to me as soon as possible.

He believes the program should be given as soon as possible and suggested 7 or 14 July for the first. Two will probably be needed for the DDP.

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would two programs -- 21 and 28 July.

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Force estimate

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16 June

Since Mr. Cline will not return to Hqs until about 15 July, the DDI program should be presented in August, probably two sessions, on 13 and 20 July (a Thursday being most convenient for Mr. Cline).

These consultants are very much in favor of having a panel discussion; in fact, Mr. Borel wants to participate, along with Mr. Cline. Other members would be Kirkpatrick, White, Echols, and Tietjen.

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They liked the talks by Echols and Tietjen and, with the addition of a few case histories, would want them presented essentially unchanged to the DDI supervisors. Mr. [] will talk to Dr. Tietjen about stresses peculiar to the DDI. (They would like Tietjen to use his slides.)

They will with the DDI personnel office begin identifying supervisors without delay. They expect that two sessions will be sufficient. They were not eager to stick to our definition of a supervisor, stating that they have people over GS-14 who are not and never will be supervisors.

They kept a copy of White memo announcing program to use as model for Cline memo to DDI.

We should downplay the DDS in presenting this DDI program--make it a DDI program with OTR and other DDS offices helping--a command line thing.

They decided to leave up to Mr. Cline whether to invite Col White, either as speaker or panel member. s

They see no need for a talk by the Director of Security, believing that if the Security Reindoctrination Program did not alert supervisors to their responsibilities, nothing will. Neither do they want a talk by the Director of Finance.

The program should include Mr. Echols and Dr. Tietjen, more or less repeating the speeches they gave to the DDS supervisors.

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ance estimate

B + below

400
820

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STATINTL

Notes on conversation with Mr. [] TO/DDS&T, about supervisors program for DDS&T:

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For the following reasons, [] believes the program should be given early in the Fall: there will be considerable hiring in DDS&T during the summer; DDS&T personnel are involved in a great deal of travel and many have already made firm commitments; many are or will be on vacation; more time is needed for preparation.

He stated that the need for this program by DDS&T supervisors is extreme; so many are new to the Agency and find Agency aims and practices foreign to their experience and interests, are so immersed in the professional specialties that an orientation in the fundamentals of management and a forceful statement from top management of the importance the Agency attaches to good supervision is perhaps more needful in this directorate than in any other.

He would hope that all DDS&T supervisors could be covered in one program; he believes that Dr. Wheelon will take up this program enthusiastically and if he does will brush aside all objections to attendance. He has no estimate at present of the number of supervisors involved but believes they will all fit in the auditorium at once. (maybe 400 or more)

He suggests that the program include: opening address by Mr. McCone; talk by Dr. Wheelon on the aims of the program, his philosophy of managing S&T personnel, the need for training, and other topics (to be suggested by him and []; talks by Mr. Echols (personnel problems), Mr. Bannerman (security responsibilities in DDS&T), Dr. Tietjen (health responsibilities), and Col. White (management of personnel and finance). In place of the panel, he suggests Mr. Kirkpatrick answer questions (pre-

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[] urges that speakers use many concrete examples or case histories; he believes these speakers have many which could be used. He feels that DDS&T supervisors need to be told of the many services available to them, to have the Agency "personalized", to be told of the results of failure to ask for help, of the reasons why they should try to know and understand the personal lives of their employees, to be shown that management is not just red tape but a very personal thing, to be told that supervision in the Agency is closer and more personal than in other agencies, to be told that CIA employees really lose their right to a lot of their privacy by reason of their employment and that there are compensations, to have the uniqueness of the Agency illustrated, not just stated, that there are others concerns than science in CIA.

He recommends that each speaker make an effort to express thoughts ~~clearly~~ and specifically applicable to the DDS&T.

He considered Dr. Tietien's talk excellent and wants it repeated, with some examples and applications to DDS&T.

STATINTL

[] estimate ?

REORIENTATION IN SUPERVISORY RESPONSIBILITIES FOR DDS&T SUPERVISORS

Program: 0900-0920 Mr. McCone (introduced by Dr. Wheelon)
0920-0950 Dr. Wheelon (aims of the meeting; philosophy of
managing S&T personnel; problems)
0950-1015 Mr. Echols (personnel problems and responsibilities)
1015-1035 Break
1035-1050 Director of Security (security responsibilities of
supervisors)
1050-1120 Dr. Tietjen (health responsibilities of supervisors)
1120-1150 Col. White (management of personnel)
1150-1230 Mr. Kirkpatrick (questions, summing-up, additional
remarks)

STATINTL

Date: Early autumn, for the following reasons advanced by

The DDS&T will bring into the Agency during the summer considerable numbers of new people who will need this program.

DDS&T personnel are involved in a great deal of travel and many have already made firm commitments to attend conferences, etc.

24 March

prepared memo to Office Heads (DDS) for signature by Col. White and had it okayed by M Baird, who insisted that the initial program be run for only one half DDS supervisors and that there would be a second running

25 March

STATINTL took memo for Col. White's signature to [] STATINTL
[] accepted wording; [] suggested they might not send it as STATINTL
memo but in some other form and that Col White might prefer to change
first sentence to substitute his authority for Mr. McCone's. [] STATINTL
stated that Col White would not return until Thursday pm and memo should
go out earlier, so he would take it up with Mr. Lloyd and get it out
this afternoon. Both asked numerous questions about program and [] STATINTL
doubted feasibility of D/OP ~~for~~ having to fill an hour following
talk by DDS.
STATINTL

STATINTL visited [] to discuss transportation, use of auditorium, and
get names of contacts ~~from~~ details of these and other logistics matters.
GT said it would be necessary to rent commercial buses (@ \$30), that he
would need a citation of funds before doing so, that we should furnish him
(or [] x7878) info on how many were to be picked up where and
carried where, at least 24 hours in advance of need. If we stick to 0900
starting time busses will have to make direct trips; if we put it back,
they can be routed to pick up passengers in more than one place.

STATINTL Parking for a large number of cars cannot be arranged. A few spaces can
be allotted. (we might use these for people from outlying locations, e.g.
[] but not to accommodate brass.)

The auditorium: it is definitely reserved for FSI visit. GT remembers when
reservation came in. Up to 100 might be accommodated in 1A-07. GT said he
could probably make R&S auditorium available for supervisors program but
would need early notice.
STATINTL

STATINTL GT suggested that Wage Board employees be included (GS 7 to 9 equivalents).
I tried to get [] on this but settled for [] who agreed they
should and stated he would take care ~~of~~ amending the LKW memo accordingly.

STATINTL Details about setting up auditorium to be taken up with [] x5245.

STATINTL For guards, call [] x6161. Both entrances
to auditorium should be open (requiring extra guard(\$)) for main entrance).
~~Intercom room not used~~
Letter on which reservation of aud. for FSI is based not found yet.

26 March

STATINTL Roy wants to stick to 0900 opening time.
[] says OTR will pay for OTR transportation to Hqs; other offices
will have to make their own arrangements (thru []). STATINTL
STATINTL [] says Mr. Gates Lloyd questioned "behavioral obligation" in
first sentence of White memo; explained it to him and he plans to rewrite.
He also says Col. White unaware of definition of supervisor used in memo.
Memo will go out over LKW sig this afternoon.
STATINTL 1430: [] says memo has gone out minus first sentence. Col. White wants
auditorium filled for first running: if half of DDS supes do not fill, I am
to notify them and they will assign quotas (RW says I can do it if I want).

2 April

STATINTL Talked to [] He will take care of all sound problems from
the stage. Movie makers have even greater interest in sound than I. Pat
will insure that there is a mike for the speaker at the lectern, and
mikes for the panel at the table. I shouldn't have to worry about lights.;
movie makers will control. Any decoration on stage should be such as not
to interfere with filming.

3 April

STATINTL Called [] -he will have guards at auditorium by 0830 on 10 April.
STATINTL Talked to [] on setting up stage; he is still confused about who
has reserved the auditorium. He will provide a table and chairs, Class A
if possible, metal otherwise, and will work with our people on sound system.
STATINTL [] says he told [] three or four days ago that the aud. was
to be used for this program. He also says Col. White still wants a full
STATINTL house for the first running and that someone would be in touch with me
about raising quotas. [] STATINTL
STATINTL Figures received indicate total DDS supervisors [] scheduled for first
running [] left over for next program [] STATINTL
STATINTL [] called to state that he was getting out a new administrative
instruction to all DDS offices asking a higher quota and was calling them
on the same subject. I gave him names of coordinators.

6 April

STATINTL Coordinators from Log, Commo, Fin, Sec, Med Staff, and OTR have called
with new higher quotas. [] says O/DDS will provide 9 attendees.

7 April

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named ushers: [redacted] myself, and someone from OS, probably Bob

[redacted] ordered reserved seat signs and ushers' tags from [redacted] called all coordinators to check on transportation and to remind them Mr. McCone will open the program and all should be in seats before 0900. got final details on program from [redacted] had same typed, and will send to PSD first thing tomorrow. They will finish in time, according to [redacted] called all offices in OTR to check as to whether they want to use bus or pov. attendance now looks like 467 counting OTR as sending 52.

[redacted] called about Mr. Kirkpatrick's locomotion problems. Better check with him on Thursday.

8 April

checked out those who want bus transportation (15 from OTR) and informed Carl [redacted]. He will let me know times, etc. Produced and distributed notice to OTR attendees. Conferred with [redacted]--coffee service still undecided, but probably not. Tietjen visual aids not yet ready; he needs run-through thursday. Called [redacted]--he will operate machine for visuals and will be available for runthrough. [redacted] confirmed that he would control lighting. [redacted] says he has class A table and it will fit behind the screen. MM

9 April

Spent most of day at Langley. [redacted] had only one 6 ft table. Arranged through [redacted] to get two tables from Library reading room. Everything set in auditorium, position of stage furniture, mikes, etc. Alerted cafeteria to increased crowd. Returned after supper to interleave programs and two kinds of cards for ease of distribution Friday. Mr. Kirkpatrick's plans changed twice...we ~~now~~ now expect him at the main entrance; [redacted] will meet him and aid him up steps. New quotas met by almost all offices; OTR's cushion shrinking rapidly. Bus transportation laid on; bus will leave Broyhill at 0820 with about 15 passengers.

10 April

Arrived Langley at 0800, picked up programs, etc., reserved seats in auditorium. Seats filled by 0855, except front row. Mr McCone slightly late, Kirkpatrick even later--arrangements to meet him snafued. Otherwise, events moved smoothly. Reservation of seats broke down after first coffee break. Sound poor in front rows. Probably should keep them vacant for later runnings. Quite a few people late after breaks and lunch. OTR paychecks sent to OTR office in Langley. Response on question cards not too good. Took them to Audrey for typing during early afternoon talks. At last minute Col White wanted to join panel.

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Should we use the same criteria for attendance?

Should there be a grade cut-off? GS-13?

Are there arguments in favor of splitting this into two programs--one for more senior supervisors, the other for first line supervisors? Is the greatest need of the senior man inspiration, reminders of responsibilities already well known, awareness of an Agency philosophy? And the greatest need of the junior supervisor thorough analysis of supervisory techniques, and when and how to use them?

What about calling this program a "conference" (to express an idea of participation, of give-and-take)?

What is the real purpose of this program? How can we get agreement on this by all speakers and how can we make it clear to audience?

How can we get speakers to concentrate on their real target--to ____? ____ (explain, exhort, remind, teach) what topic(s) to what audience.

Should the program encompass the idea of follow-ups? An annual conference like this one? Meetings with smaller groups? More homogeneous groups?

How can supervisors articulate their problems? They can ask questions of the panel, but this is a little artificial and most will think of better and more pressing problems later. How can these be brought to the attention of top management? Top management has said, by sponsoring this program, that they care about these problems. Do they? How can they show it?

This program is a "course." What pedagogical methods should we use?

If Mr. McCone won't appear at following programs, and the film of his first appearance is not good enough, how can we express his interest in the program?

Should a list of recommended readings (including Agency regs) be handed out?

Shouldn't the program open with a statement of objectives--either by Mr. McCone or immediately after he speaks?

Should a presentation on training be added? (a plug for management training, internal and external; the obligation of a supervisor to train or provide training for subordinates; his duty to be concerned with their career development).

Is there anything the Office of Logistics could add to the content of this program? What?

Should there be more stress on the supervisor's duty to inspire, lead, motivate?

How much do we want on the concrete details of day-to-day supervision? Is there time for this?

Should there be more on the supervisor's obligation to develop his subordinates into the best possible employees?

If Agency supervisors are expected to reflect attitudes of top management, then those attitudes should be made clear, expressed candidly. We should be able to detect what principles they live by. Have we a right to know?

Which do we stress: the supervisor's duties, responsibilities, authorities, or rights? Or all of them?

Should we stress honesty? in fiscal matters, in preparing fitness reports, in ~~interpersonal~~ relations with subordinates and superiors?

Should there be more stress on human relations, understanding people?

Should we attempt to develop a broader awareness of responsibilities or give specific guidance on specific problems? Maybe the speakers should do the first and the panel concentrate on the latter.

Should the emphasis be on how the DDS offices (Med Fin, Pers OTR Sec) can help the supervisor do his job better, answer his questions, aid in solving his problems?

What are the qualities of a good supervisor? Maybe the Management Faculty could provide some answers.

Could a single case history be developed illustrating Medical, financial, security, personnel problems?

Should we try to communicate a sense of urgency about the exercise of supervision in the Agency today? Is a self-appraisal needed now? Why?

Should the speakers ~~introduce~~ adopt a ~~historical~~ "whither are we tending" approach?

Should the approach be, in all speeches, how to detect and handle employee problems--medical, security, financial, personal? What are the danger signals?

Suggested emphases for DDP program:

- problems of the supervisor in directing operations and case officers overseas activities
- movement to and from overseas--return to Hqs.
- the functions of a Hqs. case officer supervisor

Suggested emphases for DDI program:
contacts with the local community
using consultants
files

Suggested emphases for the DDS&T program:
supervising S&T personnel

Some useful topics:
fitness reports
dealing with deficiencies
directed assignments
job security
security cases
career plans (X or Y approach)
retirement

There should be nothing about the organization charts of the various offices.

Several approaches have been suggested:

to continue as in the first presentation with the Office Heads as speakers (taking the chance of getting a poor one);

to have the talks given by proved speakers, with the Office Heads on the panel;

Col. White to give a long talk which covers the material of all the other speakers at the first program, and with the Office Heads on the panel;

Col. White to be paired on the stage with another, qualified speaker; the two of them to alternate on coverage of all topics, or the second speaker to cover topic followed by comment from Col. White, and so on; the Office Heads to appear on the panel.

If we use "professional" speakers, they should be the best speakers available in their respective offices, with talks prepared in consultation with the Office Head; or ~~an~~ expertson the topics, not necessarily from the office concerned, perhaps from OTR, again with talk prepared in consultation with Office Heads.

If we use same speakers as at first program, their talks could be shortened and tightened if they would hew to the line (which should be) stated at the opening of the program. Each speaker should carefully examine his purpose and target audience.

Colonel White

most impressive when he speaks extemporaneously--less effective when reading his analysis of the X and Y approaches should be much shorter and he should make clear distinction between times when each is called for. And what about Z?

Director of Personnel

tried to cover too much--too much detail; recommend fewer topics and better coverage of each

overly didactic and impersonal

he should stress the leadership and counseling aspects of supervision

he must make a decision on his approach: should he presume basic knowledge in his audience and concentrate on refining and developing techniques; or should he be as elemental as he was the first time?

Director of Finance

he must get a clearer idea of who is his audience and what he would like them to do. His first presentation, to the DDS, was much more applicable to the DDP. For a general audience a general approach to fiscal responsibility, with less emphasis on technical responsibilities (and less on stealing) would be better.

he needs some visual aids and especially some concrete examples or case histories (applicable to his audience, of course)

suggested topics: expense account abuses
Agency funding practices and authorities
personal use of government equipment
danger signals and what to do when noted

Security

the Security Reindoctrination Program was not suitable for the supervisors program--it was aimed too much at employee awareness rather than the supervisor's responsibility.

by the time of the next running almost everyone will have seen the Security Reindoctrination, so it should be dropped. This does not mean that there should not be coverage of security in the supervisors program. But it should be on a different level.

suggested topics: the supervisor's responsibility, of course
KGB and GRU operations in the US
their defamation campaign against the Agency and DCI
use of forgeries and deception material against Agency
talking to former employees

Medical Staff

his talk, while entertaining, was not very informative or helpful

the "introduction" took almost half his time

suggested topics: how to detect health danger signals
when to go to the Medical Staff
how to consult the Medical Staff
how does supervisor's health affect his performance as a
supervisor
supervisor's duty to see that tired or overworked employee
gets time off or medical help
a medical "plan" for parents

THE PANEL

The presence of Office Heads on the panel is necessary to lend authoritativeness to the answers given, and useful to let the Agency people see the faces of well known names. However, the results are negative if the panelists fail to understand questions, give rambling, off-the-point answers, or wrong answers. How can we get them to give answers which are brief but full, pertinent, correct, candid?

Planted questions are probably necessary (to make sure that desired topics are covered, i.e. problems which we know exist; to stimulate additional questions from the audience; to substitute for poorly worded ones; to insure against a lack of questions from the audience). Should panelists see these questions before the program?

Should questions addressed to the panel be limited in any way?

When questions are received from the audience (written) someone should screen them carefully and rewrite as needed. The screening should be done with the supply of planted questions in mind.

How can we get the panel members to relax--to engage in some give-and-take? Should there be an inflexible distinction as to who takes which question?

How can we avoid too much repetition of ~~points~~ points that were (or should have been) made during the talks?

Should we limit the length of answers by the panel? Can we?

MECHANICS OF THE PROGRAM

There was some complaint about acoustics. Is the answer to limit number in the audience and not use front rows? To add loudspeakers on the front wall?

~~Shouldn't the program be presented~~

What day of the week should the program be presented?

Monday--bad; work accumulated over weekend

Tuesday--probably best; supervisors would have time to begin putting into practice what they learned

Wednesday--OK

Thursday--less good

Friday--bad; everybody tired; absences; finishing up week's work

Should the moderator provide bridges between talks--to summarize, to connect them with main theme?

Should there be handouts on one or more of the topics covered? If well done these could substitute for some of the talk.

If we can get the Director to make a different speech should it be filmed?

Should we try to borrow tables from the CIA Library again?

Should there be more visual aids?

Should a printed announcement of the program, distributed to all who will be in audience, ahead of time, include a statement of the purpose of the program? Should it suggest bringing paper and pen for note taking?

What is the status of that "supervisors handbook" mentioned at the first program by the Director of Personnel?

MECHANICS OF THE PROGRAM

Keeping the number in the audience lower than the capacity of the auditorium may make it possible for people to change seats if they find themselves in a dead area.

Suggest Tuesday as the best day for the program, Wednesday as second choice.

FURTHER RUNNINGS OF THE SUPERVISORS ORIENTATION

Suggest six more presentations: one to the remainder of the DDS supervisors

STATINTL



Content and emphasis

The programs for 14s and above should concentrate on ~~simple~~ inspiration; reminders of responsibilities already well known; awareness of Agency philosophy of management and Agency goals; supervisor's duty to inspire, lead, motivate, and to develop subordinates; honesty (their own and their subordinates' ^{and not just in money matters}); the urgent need for good supervision in the Agency; the need for self-appraisal; the obligation to provide training (both for better performance and for career development)

The programs for 13s and below should contain all of the above ~~in~~ in briefer form and allow time for a more thorough analysis of supervisory techniques and when and how to use them; in other words, more on the concrete details of day-to-day supervision. The time is not sufficient to cover every specific problem of a supervisor, but this should be the approach and certain common problems could be singled out for discussion.

All programs should include: clear, candid expressions of the attitudes of top management on the topics treated, their opinions on where the Agency stands and where it is going; the necessity of detecting and the means of handling employee problems (danger signals); and how the offices of the

~~0845 - DCI~~
~~0910 - DD~~
~~1000 - break~~
~~0945 - panel~~
~~1020 -~~
~~1000 - panel~~

0845-0910 - DCI
0910-1000 - DD
~~1000~~
1000-1020 - break
1020-1100 - panel first 20 min DDS

0845-0910 - DCI
0910-0945 - DD
0945-1000 - break
1000-1045 - DDS
1045-1200 - Panel
1200-1215 Kirkpatrick

We need a clear statement of the objectives of the program , and these objectives should be the basis of all talks, and should be clearly enunciated to the audience.

All talks should be liberally larded with concrete examples of good and bad supervision. There should be more and better visual aids.

There should be some difference in emphasis between the programs for the separate directorates, or at least in the specifics and examples used.

The Panel

The presence of Office Heads on the panel is probably necessary to lend authority to the answers given, and useful to let the supervisors see the faces of well known names ^{to} and demonstrate the importance which top management places on this program. However, the results of their presence may be negative if the panelists fail to understand the questions or give rambling, off-the-point, or incorrect answers. Answers should be brief, but full, pertinent, correct, and candid.

Planted questions are probably necessary if they are to have the qualities listed above and to make sure that desired topics are covered, to substitute for poorly worded ones, and to insure against a lack of questions from the audience.

The questions received from the audience should be screened (and rewritten if necessary) with the planted questions in mind.

There should be no inflexible distinction as to who takes which question.

We can hope for a relaxed panel in which all can take.

1. Talk by the Director
states purpose of, occasion for, need for the conference
gives his idea of primary responsibilities of supervisors
concludes with "inspiration"--elite group, greater responsibilities,
nothing less than the best, etc. (some ~~may~~ praise appropriate but
not so much as to obscure fact that this reorientation was ordered
because it was needed)
2. The Deputy Director (DDI, DDP, DDS&T)
states his philosophy of supervision
discusses the problems he sees in his directorate
offers conclusions, suggestions, recommendations, orders
3. The Deputy Director/Support
appears on stage with another speaker, at separate lecterns
alternates with other speaker in covering the following topics, (if
Col. White begins a topic, the other adds details; if the other
begins, Col. White comments, adds personal opinion, illustrates):
 - management
 - personnel
 - security
 - medical
 - finance
 - training
 - logistics?
4. The Panel: Messrs. Kirkpatrick, White, Baird, ~~W~~ Bannerman, Echols, Fuchs,
Tietjen

each member is introduced by Mr. Kirkpatrick
each gives brief (2-3 min) statement ~~statement~~ (not "happy to be here",
but why he is here and offering support of his office)
each answers questions addressed to him and others on which he has
competence and ideas, or adds comments to others' answers
Mr. Kirkpatrick sums up at close

SCHEDULE: 0845-0905 DCI
0905-0945 Deputy Director
0945-1000 Break
1000-1100 DDS and other speaker
1100-1115 Break
1115-1215 DDS and other speaker
1215- Lunch
1500-1630 Panel

COMMENTS:

As presented, the program was "merely useful". It has much potential, however, and should be continued, with changes.

In general, I found the day dull. Two facts could at least partially account for this: first, the top-level decision to put this program on in a hurry, not allowing a clear and consistent concept of its purpose to develop not for enough time for the best preparation; ~~the~~ second, the decision at the same level to limit the speakers to Office ~~Heads~~ Heads, placing prestige value above writing and speaking ability. Both of these decisions are, of course defensible, but contributed, in my opinion, to weakening the program and its impact. Another reason for dullness was the content of the talks. Granted that there is nothing really new in supervision or management and that novelty was not needed in a program of this type. What we did need was inspiration, the candid opinions of our chiefs on the problems we face, concrete examples of modes of action they consider good, less good, or downright damaging.

A clear statement of the purpose of the meeting should have been made, repeated, and emphasized...a frank revelation of why it was thought necessary or useful to pull 500 supervisors away from their work for a full day. (The Director at least implied that we were doing a great job already.) Did we need a shot in the arm? Why? ^{in principle,} I don't begrudge a whole day spent in this type of exercise. I do begrudge it if I come away ^{still} wondering why and with expectations unmet.

RECOMMENDATIONS: 1. Better speakers. The program ~~itself~~ ^{in itself} will be better/and also easier to manage if someone other than the Head of an Office gives the talk. The Office Head should have a hand in preparation of the speaker *and his speech*. 2. Shorter speeches. 3. More time for the panel. Prepared questions should definitely be available to supplement those from the audience and to substitute for poorly worded ones.

4. Omit the Security Rein~~do~~ctrination Program. (In the first place, by the time of the next supervisors program, most supervisors will have seen the security reindoctrination.) A briefer, more pointed lecture on security for supervisors should be prepared.

5. Add a presentation from OTR. In retrospect, it seems incredible that a program for Agency supervisors could be devised with no mention of training, either for its value in the career development of subordinates or for its potential in developing better supervision.

As
6. ~~Since the introduction~~ a presentation by the Office of Training, ~~in~~ this program was in a sense a course. Lengthy introductions and humor to induce ~~program~~ receptiveness in the audience hardly seem called for and certainly took more time than they were worth.

7. Present the program in midweek. Mondays and Fridays seem unsuitable.

8. Lessen the number in the audience. The auditorium acoustics seem poor in the first few rows. And many complained of the poor ventilation in the middle areas of the room.